

GOVERNMENT OF ANDHRA PRADESH  
A B S T R A C T

Municipal Administration and Urban Development Department – Jawaharlal Nehru National Urban Renewal Mission (JNNURM) – Addressing lack of adequately trained and skilled manpower in Urban Local Bodies – Delivering high quality services – Using Destination Organization Charts (DOCs) to assess and bridge proficiency gaps – Orders – Issued.

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**MUNICIPAL ADMINISTRATION & URBAN DEVELOPMENT (UBS) DEPARTMENT**

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G.O.Ms.No.73

Dated: 20.02.2014

Read the following:

1. From Under Secretary to Government of India, Ministry of Urban Development, letter No.K-14028/41/2013-N-IV(i), dated 12.11.2013.
2. Minutes of the meeting held on 11.02.2014 in the chambers of Principal Secretary (MA).

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**ORDER:**

The Government have been taking series of steps to improve the skills of the employees to deliver high quality of service and delivery of goods in the Urban Local Bodies. In the reference 1<sup>st</sup> read above, the Government of India, Ministry of Urban Development communicated approval for the comprehensive Capacity Building Plan of the State with approved budget of Rs.89.17 crores.

2. The High Powered Expert Committee on Indian Urban Infrastructure and Services (HPEC) and the Working Group on Capacity Building for the Twelfth Plan (WG), have both noted that inadequate capacity was the primary reason behind the poor implementation of reforms and projects. The Second Administrative Reforms Commission (SARC), the HPEC and the WG have all made several observations and recommendations to fix the state of urban capacities. Two key challenges to be addressed are,

- Shortage of manpower, and
- Lack of adequately trained and skilled man-power.

3. The purpose of this G.O is to contend with the issue of lack of adequately trained and skilled workforce in order to achieve a better quality of life and service delivery in Urban Local Bodies (ULBs). The following model is prescribed for ULBs. First, ULBs have to develop a comprehensive, standardized and well-defined set of roles and job descriptions across urban services and functions. Second, the way to do this is by creating robust Destination Organizational Charts (DOCs). This will address the issue of urban management capacities in following two specific and important ways:

- I. Identify gaps in ULBs' staffing needs both as a function of the size of the city's population they need to service and the gamut of services in the ULBs' domain, thereby addressing the issue of inadequacy. This has already been done and Government Orders issued for GHMC and all other ULBs.
- II. Defining skill sets at each level of the ULBs' organizational structure by mapping their functions to suitable job specifications and job descriptions; thereby addressing the issue of lack of domain concentrations, not specializations. Specialization represents a focused, in-depth exposure to particular knowledge domain or practice area. Concentrations, in contrast, are much broader and offer more choice to municipal functionaries because after-all municipal jobs cut across disciplinary lines and response is based on the actual contexts. This will be done by the NIUM, assisted by external agencies, using the funds sanctioned in JNNURM for capacity building.

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Third, Destination Organizational Charts will be prepared for GHMC, which will be replicated in other ULBs. Fourth, needs assessment of all functionaries in the ULBs approved in the JNNURM project will be done. A needs assessment is the process of identifying performance requirements within a department and the "gap" between what level of performance is required and what present level of performance is. If there is a variance between the desired and actual levels, a needs assessment explores the causes responsible for the gap and methods for closing the gap. A complete needs assessment also considers the possible consequences of ignoring the gaps. Here, specialists to be appointed in the JNNURM capacity building program will explore differences between required and current performance levels of employees, as required by the DOC. Specifically, the specialists will:

- Determine skill requirements that are necessary for individuals to meet the objectives set-out in the DOC,
- Determine skill requirements to accomplish the functions in the DOC and aggregate the skills into groups for training to be provided by agencies,
- Obtain information needed for the development of training courses or programs, and
- Identify goals for individual career development

4. Training agencies and organizations will do the training and also hand-hold the employees for six months after completion of training. Independent organizations will do a real-time assessment of the training effect, as articulated in the DOC.

5. The National Institute of Urban Management (NIUM) will implement the above in consultation with Commissioner and Director of Municipal Administration and Commissioner, Greater Hyderabad Municipal Corporation, Hyderabad and shall take further necessary action.

(BY ORDER AND IN THE NAME OF THE GOVERNOR OF ANDHRA PRADESH)

Dr.SAMEER SHARMA  
PRINCIPAL SECRETARY TO GOVERNMENT

To

The Director General, NIUM, City Managers Training Centre, Road No.12,  
Green Banjara, Hyderabad.

The Commissioner and Director of Municipal Administration, Hyderabad.

The Commissioner, Greater Hyderabad Municipal Corporation, Hyderabad.

The Commissioner, Greater Visakhapatnam Municipal Corporation.

The Commissioner, Vijayawada Municipal Corporation, Vijayawada.

The Commissioner, Tirupathi MUicipal Corporation, Tirupathi.

Copy to:

All Urban Local Bodies through C&DMA, Hyderabad.

The P.S. to Chief Secretary to Government.

The O.S.D. to Hon'ble M(MA).

The P.S. to Principal Secretary to Government (UD).

The P.S. to Principal Secretary to Government (MA).

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//FORWARDED BY ORDER//

ASSISTANT DIRECTOR

